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OFFICE OF INTELLIGENCE COORDINATION

Mission

The primary mission of CIA is to coordinate the Intelligence activities of the Federal Government. The primary responsibility for advising the DCI as to coordination within the Intelligence community rests, within CIA, on the Office of Intelligence Coordination.

Organization

Under the Assistant Director for Intelligence Coordination there are the IAC Division and the Collection and Production Divisions. In effect, however, OIC constitutes a small staff whose principal function is to advise in matters involving coordination. It is the only CIA Office concerned solely with this function, although all Offices have some coordinating responsibility. It has no responsibility for substantive Intelligence. OIC undertakes the Staff work for the Intelligence Advisory Committee and performs the services of a secretariat. The Assistant Director of OIC is the secretary of the IAC.

Discussion

The Director of Central Intelligence has at his disposal a number of means of coordination. The Intelligence Advisory Committee is first in importance and in effectiveness. Its major function is to advise the DCI in the execution of his responsibilities. In practice the IAC has proved to be more than a mere advisory committee. The greatest steps forward in the field of inter-agency Intelligence coordination have been taken through the IAC. This Committee consists of the Special Assistant for Intelligence of the Department of State, a representative of the Joint Chiefs of Staff, the Assistant Chief of Staff, G-2, Director of Naval Intelligence, Director of Air Intelligence, a representative of the AEC and of the FBI. The Director of Central Intelligence acts as chairman of the IAC and the Assistant Director, OIC serves as secretary.

OIC assists the DCI by reviewing the entire Intelligence field, and eliminating where possible the gaps and the overlaps which inevitably develop when four major agencies, in addition to CIA, are operating in the same general field. This involves planning, consultation, and where possible, agreement. If an effort is made to enumerate the guiding principles in coordination, the first would be the basic one (which is a truism) namely, that coordination exists to achieve the most efficient operation of the Intelligence community. The words "Intelligence community" are used advisedly. The emphasis of the present administration of CIA is to stress the concept of community. All agencies are

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engaged in this cooperative effort. CIA does not compete with other agencies. It tries to eliminate competition. The community element is being steadily enhanced. The development and improvement of some of the services of common concern are examples.

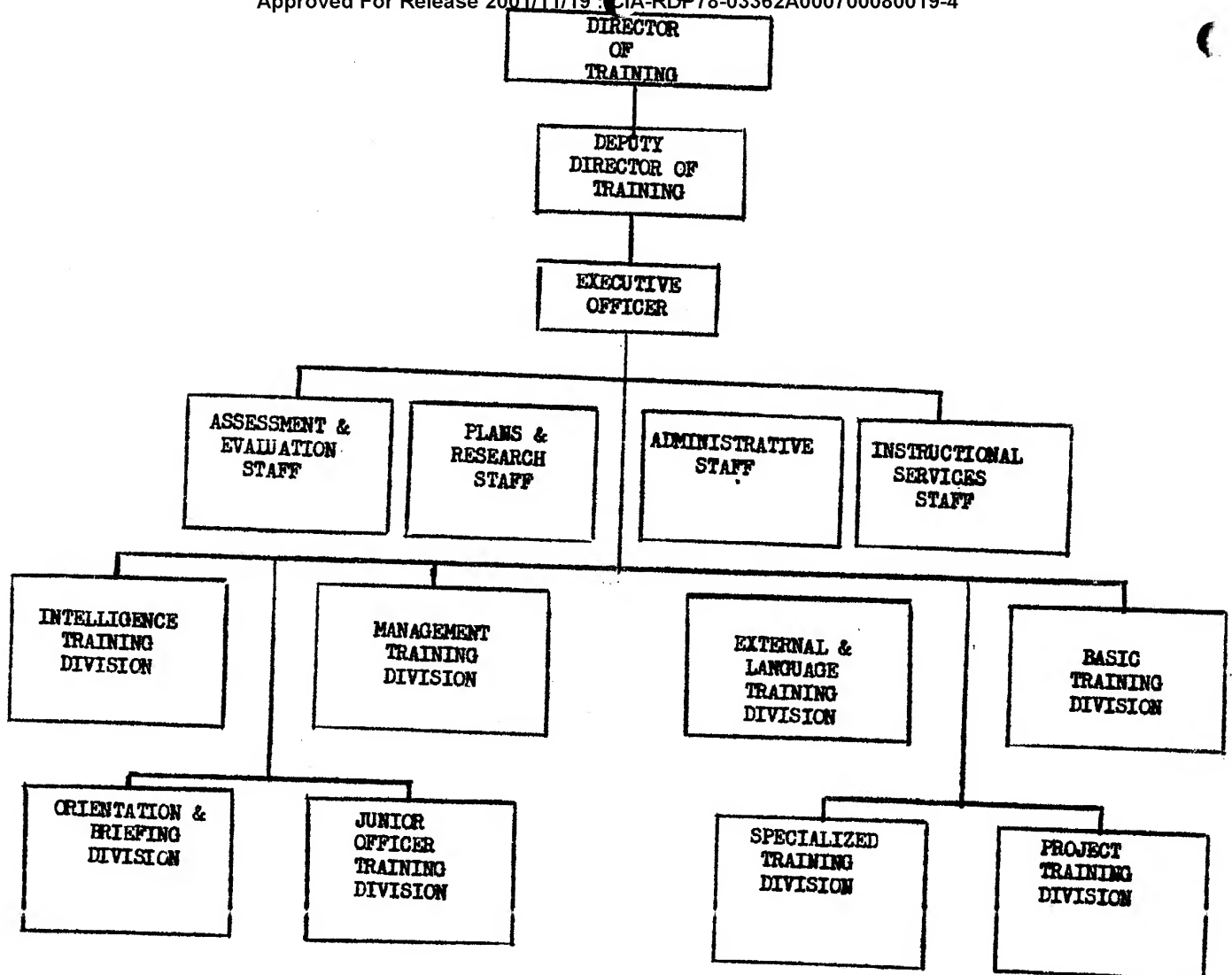
There are many complicated internal CIA administrative problems as well as CIA relationships with other agencies. While OIC primarily focuses its attention on the latter, internal problems also frequently arise which have ramifications affecting the external relationships of the Agency. To put it another way, many external problems can be resolved only upon the solution of internal problems. OIC studies such problems and makes recommendations to the DCI.

Obviously, in order to encompass such a scope with a small staff, OIC must operate rather strictly according to well-defined principles although without formal written regulations. The first, without any question, is "non-involvement in functional operations." OIC avoids with scrupulous care involvement in any operation which should be handled elsewhere. Every Assistant Director is functionally responsible for one phase of the Agency's activities and this automatically implies that he must coordinate his function with other activities outside the Agency. In other words, an official who is responsible for a function of the Agency has also a responsibility to coordinate his function, both inside and outside the Agency, with other similarly functioning officials. OIC, therefore, is very free with advice and assistance, but almost never assumes a particular job. OIC cooperates very closely with the management-administrative section of the Agency but avoids the field where management is pre-eminently competent. OIC must know when the problem moves beyond its own immediate competence and responsibility.

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Approved For Release 2001/11/19 : CIA-RDP78-03362A000700080019-4



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